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Subregional cooperation framework for the countries of the Organisation of Eastern Caribbean States* and Barbados (2001-2003)

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* Anguilla, Antigua and Barbuda, British Virgin Islands, Dominica, Grenada, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines.

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Introduction

1. The first subregional cooperation framework (SCF) for the countries of the Organisation of Eastern Caribbean States (OECS) (Anguilla, Antigua and Barbuda, British Virgin Islands, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines) and Barbados covers the period 2001 to 2003. It is based on priorities identified in the OECS Development Strategy (November 2000), the Barbados Medium-term Economic Strategy (MTES) 2000-2003, and the results of the review of the previous cooperation programming period 1997–2000. This SCF focuses on and draws from those priority programmes that have either demonstrated or showed scope and potential for significant and sustainable results that could be achieved during the next programming period. It also represents a departure from submitting for the approval of the Executive Board a separate country cooperation framework (CCF) for each of the ten countries, thus providing, on a pilot basis, a means of streamlining Board procedures. The SCF was finalized after a series of consultations with the respective Governments, the OECS Secretariat, United Nations development agencies and other external development assistance partners and representatives of national/regional civil society organizations (CSOs).

I. Development situation from a sustainable human development perspective

2. In the 1990s, the economies of the subregion recorded average growth rates of 3 to 5 per cent as a result primarily of economic diversification in the new and emerging sectors, including financial services. According to the *UNDP Human Development Report 2000*, the ten countries enjoy a relatively high average human development index (HDI) (0.73 to 0.86), ranking them in the medium human-development category. However, this average HDI masks considerable differences between individual countries, as well as disparities within countries. For instance, Barbados has been consistently ranked in the top 20 countries of the HDI.

3. All of the countries enjoyed a relatively long period of macro-economic growth starting in the 1980s. With the changing world economic environment in the latter half of the 1990s, however, the socio-economic situation in the Eastern Caribbean changed significantly. With declining aid flows, the closure of preferential markets for traditional agricultural commodities and negative external debt profiles, the countries are challenged to identify rapidly and adopt new approaches to economic development in a global environment that is less accommodating to small states. In Barbados, the weak performance of the dominant foreign exchange sectors and the declining competitiveness of the main export crop have necessitated the introduction of socio-economic strategies designed to reposition and transform the economy to achieve higher levels of competitiveness and sustainability. At the same time, other powerful exogenous factors such as the OECD negative rating of the offshore banking services of several of the countries, the rising incidence of HIV/AIDS, drug abuse and crime linked to the drug trade continue to weaken and threaten the economic sustainability of the sub-region.

4. *Capacity development.* Recent poverty surveys have revealed growing pockets of poverty: empirical data indicate that poverty rates range from a low of 8.7 per cent in Barbados, 12 per cent in Antigua and Barbuda to a high of 38 per cent in St. Vincent and the Grenadines. In keeping with the principal agreements of the World Summit on Sustainable Development (WSSD), the OECS Member States concur that people-centred development is the key to eradicating poverty. In other words, the linchpin of their development is equity, opportunity, empowerment, and participation.

5. The proliferation of new electronic technologies (alongside new inroads made by traditional technologies), new trade arrangements, new workplace demands, and the advent of new governance systems all serve as powerful invitations to rethink the very underpinnings of human capacity development. Nowhere in the world are these challenges greater than in small highly vulnerable states such as those of the sub-region, where the dialogue on the need to adapt to these changing circumstances has recently accelerated. It has been recognized that there is an urgent need to strengthen the capacity of national governments, (non-governmental organizations NGOs) and local communities to promote human capacity development, to restructure the public sector and to increase the productivity of the labour force.

6. The stage has been set for a critical paradigm shift in the subregion, from promoting sustainable development to that of promoting sustainable human development. For the countries in the subregion, defining a clear framework on how to

meet the demands imposed by these new trends ultimately requires thoughtful consideration of the quality of the labour force and of the most affordable, sustainable, and efficacious strategy for building the level of human capacity. It is imperative, therefore that efforts at capacity development be continued with revised and additional dimensions to help the countries to take advantage of the huge advances in global socio-economic development.

7. *Employment creation*. Unemployment rates in the subregion vary from a low of under 4 per cent in the British Virgin Islands to a high of 20 per cent in St. Vincent and the Grenadines. Five countries record unemployment levels within an unacceptable double-digit range. Although precise data are not available to gauge the impact of the restructuring occurring in the banana industry, it has been estimated that the unemployment situation in the Windward Islands as a whole could be as high as 35 per cent. The annual growth rate of the labour force in the Eastern Caribbean is 0.9 per cent and it has been projected (World Bank 2000) that gross domestic product (GDP) would have to grow at 2.9 per cent per annum to absorb this high level of unemployment.

8. A high percentage of the work force has attained only primary education and is engaged in low-skilled, low-productivity operations. With actual female participation in the labour force less than 50 per cent in some countries, unemployment is higher among women, notwithstanding the fact that they have been the primary beneficiaries of the new jobs created in the services and manufacturing sectors. While Barbados has been able to achieve a reduction in unemployment from over 20 per cent in the mid-1990s to just over 9 per cent in 2000, there is still concern over the high levels of unemployment among the youth. Throughout the Eastern Caribbean, statistics show declining male youth enrolment at tertiary institutions, contributing to the high levels of youth unemployment. This is cause for grave concern as the increasing presence of the illicit drug trade presents easily accessible options for unemployed youth.

9. There is now a growing tendency towards the informalization and seasonalization of the work force, which particularly affects women and first-time entrants to the labour market. Job growth in the formal sectors has been well below that required by the growth of the labour force. Traditional outlets for excess labour such as migration to the United States, Canada and the United Kingdom have been restricted as a result of more stringent immigration policies in these countries. Nevertheless, there is still a relatively large outward flow of the most educated and skilled persons. This situation has been further aggravated by the devastation caused by several hurricanes that struck the Leeward Islands during the past decade, compounding the social and economic dislocation and the plight of the structurally unemployed. Altogether, these factors make unemployment a complex multidimensional phenomenon. The transformation required to improve the employment situation is critical; if left unattended, the unemployment situation is likely to lead to further increases in crime and social unrest, and increased poverty. This could be extremely damaging for future economic and social development prospects, especially in the sensitive tourism sector, which plays such a pivotal role by providing the bulk of foreign exchange earnings and catalytic backward and forward linkages to agriculture and other productive sectors.

10. *Social policy and development planning*. The negative impacts of inappropriate development strategies have been felt most among the poor communities. The lack of export competitiveness and the economic transformation policies in the subregion, which have been implemented without due regard to social impact, as well as the inability to maintain appropriate levels of public expenditure for education, health care, social safety nets and basic social infrastructure, are cited as reasons for increased poverty levels. The Governments of the subregion must therefore commit to the implementation of balanced development policies and programmes that will have positive impacts on the quality of life of the people.

11. In an attempt to achieve more meaningful participation in the current competitive global environment and to accelerate the integration process among member countries, the OECS Secretariat has crafted a development strategy that has been endorsed by its Member States and welcomed by the development assistance partners. The Strategy recognizes the importance and nexus between economic and social development and therefore posits the long-term trends and areas of focus for sustainable development. Sector-level strategies have also been produced, for education reform and the environment, and a comprehensive social development programme is being formulated. These strategies also reflect the

commitment of the Secretariat to such crosscutting themes as gender-mainstreaming, socially vulnerable groups and the impact of HIV/AIDS on development.

12. The implementation of the OECS Development Strategy at the macro level in tandem with the sectoral strategies constitutes the priority components of the Organization's work programme. The Development Strategy is intended, among other things, to strengthen the planning capabilities of the Member States and maximize their comparative advantages. In Barbados, similar priority is being given to the implementation of its tripartite social contract as part of its overall development strategy. In addition, the formulation of a long-term national strategic plan (2001-2010), which is being supported by the rolling three-year Medium-term Economic Strategy, seeks to define the strategic actions that must be undertaken in order to reposition the Barbados economy to take full advantage of the global economic environment.

13. Central to the implementation of balanced development strategies within the subregion is the interrelationship among the main areas of concentration, in particular, the development of congruent social development policies. In fact, two key factors have been identified that are obstacles to the successful implementation of the development strategies: (a) the absence of a social development policy framework, where the social and human aspects, including poverty, are integrated within a total development perspective and (b) weak macro-social planning systems.

14. *Regional integration among the OECS countries.* The treaty establishing the OECS enjoins the Member States to work towards cooperation in a wide array of areas with the emphasis on economic integration, functional cooperation, external relations, the judiciary, currency and banking. The provisions are enabling and permissive of collective or joint action in almost every area of economic or social activity. (Political integration is not mentioned specifically in the Treaty of Basseterre as an eventual goal neither is it precluded.) The objectives speak directly to the pursuit of economic and social development through the use of common policies and instruments.

15. Most of the OECS achievements have consisted of collective action through the execution of regional projects. Indeed, the resources provided by the donor community to these regional projects account for close to two thirds of the OECS total budget. In this regard, the OECS Secretariat considers that an important part of its raison d'être rests in resource mobilization for regional projects, where joint execution yields greater benefits through the realization of economies of scale and synergies.

16. Given the emerging world economic environment, OECS countries face a considerable challenge of survival. Factors such as their small size and vulnerability militate against their individual efforts at economic development and therefore make integration a much more compelling issue for the development agenda of the new millennium. The need to build and share their capacities will provide an enabling environment for effective participation in the global economy. Integration is seen as one of the most important means by which these very small island countries, not endowed with natural resources, can accelerate their development. To compete with larger Caribbean Community and Common Market (CARICOM) neighbours, OECS Member States need to forge much closer integration of their development efforts as a single region. The convergence of the CARICOM and OECS common market systems into the Caribbean Single Market and Economy (CSME) has afforded the OECS countries the opportunities to align their policies to the wider regional market and will facilitate and strengthen their initiatives in international trade liberalization issues such as the Free Trade area of the Americas.

17. The OECS countries have forged close cooperation in monetary and economic policies, but there is still a large unfulfilled potential for closer coordination in some of the sectors such as transportation, health, and social development (inclusive of sport activities). Deepening and strengthening the integration mechanisms and processes will improve possibilities for addressing the pressing problems of economic and social development, thereby increasing effectiveness in the regional and international communities.

II. Results and lessons of past cooperation

18. A review of the programming period 1997 to 2000 has concluded that 96 per cent of the resources under the multi-island programme have been delivered and 99 per cent of UNDP programmes nationally executed. During the period, UNDP supported programmes under three broad thematic areas:

(a) *Governance and capacity development.* This programme successfully strengthened the institutional capacity of the member countries and the OECS Secretariat by enhancing their technological capacity for closer communication and interaction, which in turn contributed towards improved management of the integration and development process. A key indicator of this support has been the completion of the first comprehensive development strategy for the OECS, which identifies and elaborates the development policies and strategic directions of the member countries for sustainability in the new global environment.

(b) *Social development and poverty eradication.* The following are some of the results achieved: (i) a Social Development Unit (OECS/SDU) was established in 1997 with the remit to spearhead interventions aimed at providing baseline data and other information on the social situation in the OECS countries; (ii) a seminar on the harmonization of concepts and definitions was conducted; (iii) the 2001 round of the Population and Housing Census was coordinated and implemented; and (iv) the first draft of the OECS human development report was completed; (v) a social policy framework for the countries of the OECS was designed; (vi) social development/poverty eradication programmes were assessed for two countries; and (vii) an NGO audit was conducted in six countries. Community poverty eradication was also integral to this programme. To this end, 110 community management and administrative personnel were trained, nine community poverty assessments were conducted and several community projects were identified and implemented. UNDP was also successful in resource mobilization with co-financing from the Canadian International Development Agency (CIDA) for a micro-enterprise project as a means of creating employment, particularly in the Windward Islands. In Barbados, consultations on the development of a national poverty eradication plan and the feasibility of a social investment programme were supported by resource persons and through a study tour to Chile and Costa Rica undertaken to observe similar programmes in those countries. During the programming period, UNDP cooperated with the joint UN Programme on HIV/AIDS (UN/AIDS) theme group to produce an integrated strategy for the subregion and, with the UN Development Fund for Women (UNIFEM), in gender analysis and gender-sensitivity training.

(c) A third area contemplated, *environmental management*, was not pursued within the OECS multi-island programme. The OECS Secretariat had been able to mobilize resources from other development partners to allow it to implement the work programme for this sector. However, an increasing level of Global Environment Facility (GEF) enabling activities on biodiversity and climate change as well as Small-grants Programme (SGP) activities have been implemented at the national level by both Governments and CSOs. Disaster-management activities were carried out in collaboration with the regional disaster response agency, The Caribbean Disaster Emergency Response Agency (CDERA), and national institutions; however, the high quotient of the Caribbean Vulnerability Index has led to a decision to emphasize disaster mitigation and preparedness strategies over emergency relief measures in the next programming period. In Barbados, interventions in support of capacity building for environmental management were successful.

19. While national execution was the preferred modality, the recently concluded audit of the year 2000 expenditures under UNDP and GEF-supported projects in the countries of the subregion determined that there was a lack of due care for the preparation of financial reports, lack of timeliness of submission of quarterly reporting, inadequate project staffing to ensure proper and effective management of project activities and delays in execution with objectives not achieved by the date specified in the original work plan. In the case of Barbados, the overall impact of the programme was constrained by delays in implementation due to severe staff shortages or lack of training in the related departments of the government.

20. The support from UNDP in assisting the region to manage more effectively the social and economic development process occurred at a time when the need was greatest. There has been a conjuncture of circumstances and conditions, including the continued diminution of Official Development Assistance (ODA) from UNDP as well as other development assistance partners and the general declining socio-economic situation in the subregion due in part to repeated hurricanes in the Leeward Islands and the restructuring of the banana industry in the Windward Islands. The primary response on the part of the countries has been to ensure that their capacity and institutional structures were organized to function with optimum efficiency. The installation of new communications technology, infrastructure and systems, together with the training provided to key staff throughout the subregion, created a least-cost medium for information exchange, interaction and dialogue among the constituent partners at a time when there was the need to embrace a more coordinated approach to development issues.

21. Similarly, the social development and poverty eradication programme have come at a most propitious time, coinciding with the now recognized need to ensure the full integration of social development programmes into any development strategy, as has occurred with the current OECS Development Strategy (November 2000). It should be noted that prior to the creation of the OECS/SDU, there was no local capacity to assist the Member States in the identification and articulation of social development policies. The need for articulation has now become even more urgent in light of the social dislocation that is likely to intensify from the restructuring of the banana and sugar industries, the reduction in tourist arrivals from certain key source markets and the generally reduced fiscal situation in all of the Member States. The assessments and baseline data on the social situation in the Member States have already demonstrated their utility in enabling the Member States and the Secretariat to formulate corrective actions.

22. The resource scarcities that are now confronting the subregion do not, however, give rise to optimism. As the member states indicated in their responses to the 1999 UNDP client survey, the support provided by UNDP (and the United Nations system as a whole) was among the most valued. The continued reduction in the resources made available is therefore cause for concern and will need to be addressed. One avenue that should be pursued is for UNDP to use its global networks and partnership relations to try to mobilize additional resources from both traditional and non-traditional sources. UNDP should also continue the coordination initiatives started in the current programming period in an attempt to rationalize the available assistance to ensure the most effective and efficient use of whatever assistance is being targeted at the OECS countries. It is acknowledged that prior resource constraints have resulted in outstanding obligations to UNDP from three net contributor countries (NCCs). Discussions are ongoing with the countries for the settlement of these obligations.

III. Objectives, programme areas and expected results

A. The proposed strategy

23. Notwithstanding their many similarities, the ten countries of the subregion are not entirely homogenous. As such, the UNDP overall strategy will seek to balance regional and national solutions by exploiting the common attributes that lend themselves to strong, coherent regional collaboration, while also supporting country-specific components that reflect the distinctiveness of each State. The UNDP strategy will be based therefore on a cooperative governance structure, in which the differing stated policy options of each country are acknowledged, but negotiations remain the avenue through which a commonly agreed platform is reached.

24. While there will be an iterative approach to programme development and implementation, there are two principles that will guide UNDP orientation and choice of activities: (a) reliable information – front-end analysis and base-line studies must be conducted to ensure that proposed interventions and solutions are grounded in the reality of each country as well as in the subregion and (b) current or planned national and international development efforts – UNDP will seek joint and co-sponsored programmes to complement and add value to the achievements of priority goals.

25. The catalyst for accelerating and sustaining the pace of human development in the subregion is the enhancement of total national and regional capacity. While it may be argued that capacity development has been an ongoing feature of external technical assistance, including that provided by UNDP for several decades, the reality is that these highly vulnerable small-island developing states have to cope with more complex social and economic issues within the new global context and, by virtue of their small populations and the limited economic development options, their economies cannot support the sheer number of physical bodies necessary to effectively execute the business of the state. Capacity development will therefore continue to be a foremost development strategy and must concern itself with both the micro and macro factors that determine how institutions translate their resources into actual improved performance/output. The challenge is to equip people, industries, management systems and institutions with the technologies and training to allow the subregion to compete effectively in the global economy. Taking Barbados as an example, the national development strategy has identified areas for economic transformation over the next 10 to 20 years and the investment in human and non-human resource development is expanding to meet the demands of these areas. Capacity development for the management of development, therefore, is the underlying principle informing the overall strategic direction of the SCF and its implementation plan.

26. The objective of the SCF is to strengthen the integration process among the OECS countries by building the capacities of Governments, organizations and communities to perform functions effectively, efficiently and on a sustainable basis, especially in support of interventions that address employment generation, improve social planning and policy formulation and poverty eradication. Wherever possible, individual programme areas will support and seek synergies with existing sector activities being pursued by the countries and OECS Secretariat.

27. Since the gender experiences are significantly different, emphasis in all programme areas will be placed on gender-mainstreaming as recommended in the Beijing Platform for Action; issues of HIV/AIDS in accordance with the resolutions of the General Assembly Special Session on HIV/AIDS, held 25-27 June 2001, and the Nassau Plan of Action on Health (July 2001) re its position on HIV/AIDS; and matters relating to the environment according to the St. Georges Declaration on Environmental Principles (April 2001). Disaggregating of the all data collected and gender-sensitive analysis will be part of the mandate and terms of reference of all studies.

28. The immediate beneficiaries will be the departments of Governments charged with these responsibilities, the OECS Secretariat and relevant civil society organs. The ultimate beneficiaries will be the populations of the OECS countries as a whole, especially the poor, who will enjoy a more stable and sustained growth environment and improved human development.

B. Programme areas

29. *Employment creation.* The aim is to develop a multi-pronged approach that will focus on increasing the flexibility, mobility and employability of the labour force. Since poverty is closely associated with unemployment, which is higher among the less educated and less skilled members of the labour force, the areas of intervention will directly impact and complement the initiatives of social policy and development planning that are geared towards poverty alleviation and education reform. The role of the private sector as a catalyst for expanding employment levels underscores the need to define strategies for its more efficient functioning and expansion to complement national and regional development initiatives. Attempts will be made, therefore, to strengthen the enabling environment to support the private sector through the formulation of relevant policies such as those to address labour productivity, legislative reforms and strengthening of institutions such as the OECS Export Development Unit.

30. UNDP interventions will include (a) the development of a legislative and policy framework for a sound micro-finance development environment for the expansion of micro-enterprises and (b) through joint interventions with the International Labour Organization (ILO), support to the examination of labour codes and legislation with a view to improving productivity and the overall industrial relations environment.

31. *Social policy and development planning – poverty eradication.* The aim is to strengthen capacity to develop and implement social policy; monitor and analyse human and social development, poverty, and the impacts of economic and social change in order to support the participatory development planning processes in the subregion. This programme will complement the employment creation and integration programmes. Analysis of the impact of pro-gender planning and HIV/AIDS on social and economic development will be a key element of the programme.

32. UNDP will undertake: (a) assistance to countries in the formulation of national social policies and the development of national poverty eradication strategies and programmes; (b) production of the first human development report for the OECS; and (c) establishment of Community Resource and Internet Centres (CoRICS) for improved community management and access to technology by persons in poverty.

33. *Integration and cooperation among the OECS countries.* The OECS Development Strategy (November 2000) is driven by a common vision of the citizens of the Member States. It is designed (a) to address the pressing problems of sustainable human development, in particular the increasing incidence of national/regional poverty, the promotion of good governance and the protection of global public goods and (b) to build capacities for the organizational structures, processes and systems necessary for integration. As the OECS countries continue to deepen their integration and cooperation, the philosophy and strategies by which development institutions provide support will have to be re-evaluated and adjusted as necessary. Developing and implementing new strategies for a comprehensive programming approach will be learning exercises for both the countries and the development institutions themselves. While multi-country programming has been assuming greater prominence in recent times, some development institutions have had to exclude some OECS Member States from direct participation in such projects for various reasons. Such an approach mitigates the very objectives of the integration and development processes.

34. UNDP will support: (a) the preparation of two analytical studies, namely (i) identification of the role of and scope for integration of different sectors through assessments of the most appropriate institutional arrangements and (ii) an assessment of the networks and linkages among institutions that will facilitate or constrain the achievement of integration; (b) the environment and natural resources sector, whereby assistance will be provided under a large-scale GEF project on eco-systems management in support of the OECS Environmental Policy Committee St. Georges Declaration of Principles and the subregional environment strategy; and (c) the Secretariat of the OECS to strengthen its capacities for aid coordination using ICT.

C. Expected results

35. *Employment generation.* UNDP assistance will result in a comprehensive labour market and approved labour and productivity legislation and in the formulation of a subregional policy framework for micro-enterprise development.

36. *Social policy and development planning.* It is expected that through UNDP assistance, social policy and development planning will be included in the formulation of macroeconomic policies and that there will be increased resource allocations for social development in the subregion. Other key results will include the production of the first complete data sets on social and economic development through a comprehensive and analytical subregional human development report and the production of research-tested comprehensive guidelines to the establishment and operations of CoRICS that will narrow the digital divide amongst the poorer communities.

37. In keeping with the commitment to mainstream gender and HIV/AIDS, UNDP, in collaboration with other development partners, will have set up a pilot project for HIV/AIDS advocacy using popular theatre in three countries, and training in gender analysis, gender sensitivity and civic participation for gender and economic advocacy will have been conducted in at least five countries.

38. *Integration among the OECS countries.* Capacities will be enhanced in several key sectors and will be showcased in the promotion and implementation of a strengthened integration movement over the long-term. Specifically, with UNDP support, there will be concrete action plans for advancing the integration movement: (a) agreement to and implementation of an institutional mechanism for engaging civil society in the development process; (b) stronger networks and linkages among institutions (national, regional and external development partners) for aid coordination and management (aid database); and (c) an OECS Natural Resource Management Unit (NRMU) mechanism to manage eco-systems development established under GEF funding. For Barbados, increased capacity should result in the establishment of a labor-market information system, increased productivity in the both the private and public sectors and reform of public sector agencies responsible for support to a competitiveness regime.

IV. Management arrangements

A. Programme management

39. To achieve the full benefits of subregional programming, including the shift from small national stand-alone projects with high individual transaction costs, the programme approach will be adopted. While the overall scope of the programmes to be formulated will be subregional, national interventions will be reflected within the relevant components of the programmes to capture the particular needs of each country.

40. In the previous CCFs, national execution was the preferred execution modality. Under the subregional approach, this modality will be maintained for all the programmes. However, on the basis of capacity assessments, relevant enhancements in implementation capacity (human resources, systems, etc.) will be incorporated into each programme to ensure that they attain their targeted results in a timely and sustainable manner. While the OECS Secretariat will be the principal sub-regional agency designated for coordinating and executing the programme, the participation of Barbados will be managed through the Ministry of Finance and Economic Affairs. Other subregional agencies such as CDERA and the University of the West Indies that have a broad range of capacities will be involved in providing technical support for the design and implementation of some of the activities. In previous programming periods, UNDP has contributed to the capacity development of these subregional institutions.

41. Specific arrangements will be made to facilitate the proactive involvement of Governments and development assistance partners in specified programmes by ensuring, for example, their participation in the programme advisory committees (or similar structures). The United Nations system, including UN Development Fund for Women, the United Nations Volunteers, the Special Unit for Technical Cooperation among Developing Countries and the Special Unit for Micro-finance, will be closely associated with the implementation of the programmes. Private sector and civil society organizations will be targeted to partner specific interventions. Partnership mechanisms, such as joint programming with other bilateral and multilateral institutions, will be formed to enhance resource mobilization for specific programme areas.

B. Monitoring, review and reporting

42. There will be an annual SCF review, with participation of subregional institutions, Governments and the OECS Secretariat to provide a forum for the joint review of progress. Efforts will be made to enlist the participation of all stakeholders, in particular the Governments in all stages of the programming period. Mechanisms utilizing information and communications technology modalities will be established to ensure frequent reporting and feedback, most notably through the use of web sites and client surveys. The involvement of the Caribbean Subregional Resource Facility in the sharing of best practices relating to the programme areas among the respective countries will be pursued.

43. To monitor the attainment of results, appropriate benchmarks and indicators for all programme areas will be established and reported on. The programme advisory committees will meet periodically to review internal programme consistency, provide technical oversight and review implementation progress. These programme-specific measures will complement the results-based management (RBM) instruments of the strategic results framework/results-oriented annual report (SRF/ROAR) and will be reinforced by the participation of the subregional office in pilot RBM exercises of the Evaluation Office. The thematic coordination groups of development partners that now exist for poverty, governance, environment, education, drug control and disaster management, will continue to be forums for the coordination of the UNDP-supported programmes with other interventions.

C. Resource mobilization

44. For the six NCC countries with no additional target for resource assignments from the core (TRAC) funding and the remaining four non-NCC countries/Caribbean multi-island programme with diminishing TRAC funding, it is imperative that available UNDP resources be optimised to leverage cost-sharing and other resources from development partners, including the Governments, private sector, CSOs/NGOs and participating communities.

45. UNDP core resources will be used catalytically as seed funding to cost-share resources from donors (third party) and Governments. In the NCCs, attempts will be made to introduce the locally reimbursable revolving TRAC mechanism to attract large-scale resources for UNDP-supported as well as other government development activities. Resources will also be derived from trust funds such as GEF for environmental activities. Overall, effective partnership arrangements, such as joint programming with the European Commission, will be pursued to facilitate the mobilization of resources.

Annex

Resource mobilization target table for the countries of the Organisation of Eastern Caribbean States and Barbados (2001-2003)

Source	ANL	ANT	BAR	BVI	DMI	GRN	STL	STV	STK	MOT	CAR sub-regional	Total
UNDP REGULAR RESOURCES												
Estimated carry-over	115	119	189	0	371	53	240	258	-387	-52		906
TRAC 1.1.1/AOS					45	48	43	71				207
TRAC 1.1.2					0-66.7 per cent of TRAC 1.1.1							
TRAC 1.1.3												
Other resources												
SPPD/STS					24	34	33	37				128
Subtotal	**115**	**119**	**189**	**0**	**440**	**135**	**316**	**366**	**-387**	**-52**		**1241**
UNDP OTHER RESOURCES												
Government cost-sharing	200		200	48	100	40	175		283			1046
Sustainable Development Funds, Of which: GEF		325	100		750	250	100	275	300		15000	17100
Third-party cost-sharing *			350		1500	1000				600	10000	13450
Funds, trust funds and other: of which: UNF					300							300
Subtotal	**200**	**325**	**650**	**48**	**2650**	**1290**	**275**	**275**	**583**	**600**	**25000**	**31896**
GRAND TOTAL	**315**	**444**	**839**	**48**	**3090**	**1425**	**591**	**641**	**196**	**548**	**25000**	**33137**

* Third-party cost-sharing: A large percentage of EU-funded resources to the Eastern Caribbean ACP States will be made available to support country-specific interventions under the SCF.